

# ***Headquarters U.S. Air Force***

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***Integrity - Service - Excellence***

## **Senior Enlisted Leadership Development**



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# ***Overview***

- **Initial Approach**
- **CMSgt Anomalies**
- **Plan Development**
- **Long-Term Issues**
- **Summary**

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# ***Initial Approach***

- **Determined FY04 activity range: Simultaneous Action**

- **Searching our opportunities**
- **Identifying audiences**
- **Validating requirements**

- **Exploratory Year**

- **Focused on incumbents**

- **Observe other senior leader practices/note applicability**



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# ***CM Sgt Anomalies***

- **Development is not for future promotable position**
- **Strategic positions are nominative/commander involvement**
- **No predictability/guarantee of seeking strategic jobs**
- **Generalization from CM Sgts is they needed previously**



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# ***Plan Development***

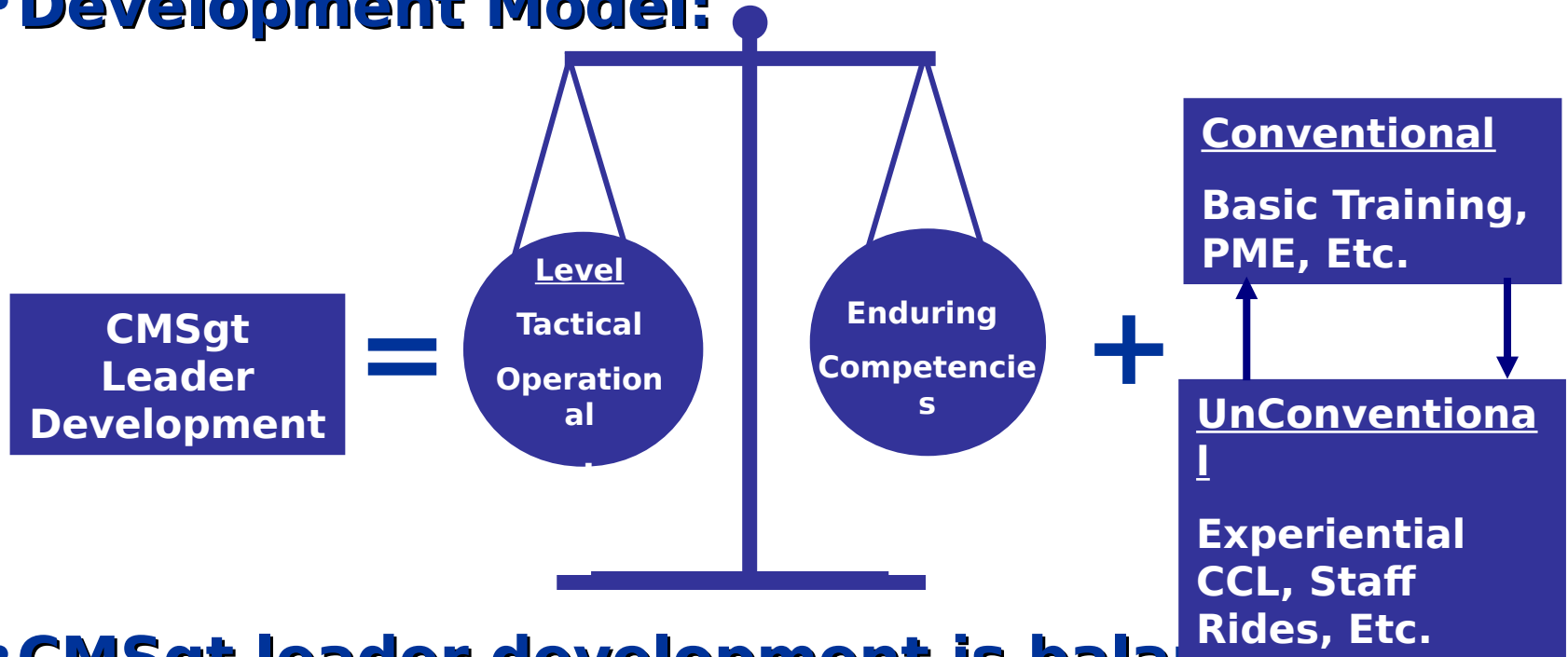
- **Objective: create a plan generalized to all CMSgts ready for strategic level responsibility (recognized potential)**
  - **Multi-stage approach that addresses key enduring competencies (self, team, & institution) beyond E&T**
    - **Stage 1: CCL LDP—gain self-awareness of leader behaviors and personal interactions**
    - **Stage 2: Gettysburg (GLE)—use self-awareness to understand individual & unique leader/follower style**
    - **Stage 3: Undefined—considering use of**
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# Plan Development (con't)

- **Development Model:**



- **CMSgt leader development is balancing the level of position and application of enduring competencies combined with conventional & unconventional learning**

- **Experiences come from many different**

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# ***Plan Development*** ***(con't)***

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## **Personal**

**Do I exercise sound judgment?**

**Do I adapt?**

**Do I inspire trust?**

**Do I lead courageously?**

**Do I demonstrate tenacity?**

**Do I lead by example?**

**Do I assess self?**

## **People/Teams**

**Do I inspire, empower and exercise authority?**

**Do I influence and negotiate?**

**Do I attract, develop, and retain talent?**

**Do I foster effective communication?**

**Do I foster teamwork and collaboration?**

**Do I mentor, coach, counsel?**

## **Institution**

**Do I shape strategy?**

**Do I translate strategy?**

**Do I think/work across boundaries?**

**Do I apply resource stewardship?**

**Do I drive execution?**

**Do I command?**

**Do I create and demonstrate vision?**

**Do I drive transformation?**

**Do I drive continuous improvement**

**Do I integrate systems?**

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# Plan Development (con't)

LDP

GLE

## Personal

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# ***Long-Term Issues***

- **Establish systematic method of identification/selection**
- **Determine & define tracking/completion of development**
- **Tie Development path to strategic positions**
- **Articulate development path timelines/stages/culture**



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# *Summary*

- **Initial approach helped identify uniqueness of CMSgts**
- **Targeting appropriate CMSgts is difficult**
- **Multi-stage plan applies universally to all potentials**
- **Creating use of CMSgt development to positions critical**